



20 21

ANNUAL REPORT

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FROM THE BOARD

If there is one thing we have learned this past year, it is the definition of agility. We started this past season with a hope that we could see the impact of the pandemic in our rear view mirror, however this hope has been dashed with subsequent waves.

With each wave, the ASA and its' Members were forced into the “dance of precautions” to balance player, coach, and referee safety while at the same time provide a forum of play for all participants at every level. To see so many players returning to play over the year is a remarkable testament to ASA Members' determination to put forward creative, flexible, and innovative strategies for the **Beautiful Game**. Agility came with having to deal with the ever-shifting sand of restrictions, relaxation, and then returning to restrictions again.

I believe it is remarkable that we were able to re-engage so many of our soccer registrants over the summer. Credit must go to the Districts for a marketing and engagement strategy that was creative, expansive and, yes, given the environment out there, successful!

This has been a year of change. We have a new Executive Director, Lisa Grant, following in the footsteps of Shaun Lowther and Tammy McNutt, both of whom are due many thanks for their hard work and dedication of getting us through some of the toughest times at the start of the pandemic.

For those Board members, whose terms are up this year, and who have invested so many hours for the good of the Association, a huge thank you is given for attending so many meetings, calls, and hours spent working on

some of the toughest decisions ever in the history of the Association.

As we work our way through the indoor season, with the threat of the Omicron variant present and hanging over our heads, I am truly hopeful that we can begin to put this behind us and get back to whatever the “conditions of the pitch” are going to be. We have to be optimistic for a return to play in the truest sense of the word for the summer of 2022. As we look forward to this day, we will need to maximize and coordinate our efforts to get all the players, coaches, referees, volunteers, and administrators reengaged. As one of our Technical Staff said, **“building back better than we were before”**.

As we move forward into the new year, we need that renewed focus on strategies to recover and rebuild our Association. Our goal is a renewed and refreshed ASA. Your Board has been committed to this for the past year, to putting in place the governance and EDII review, as well as working with the City of Edmonton to put soccer in the headlines with two successful MNT's games in Edmonton. We must seize these chances to showcase the game and rebuild our foundational grassroots programs.

With the support of our membership, Alberta Soccer's Board has and will be ready to blow the whistle to the start of a new season where we get to meet on the field again in 2022.

Sincerely,

Shaun Hammond
Alberta Soccer President

STRATEGIC PLAN UPDATE

The impact of the COVID pandemic is vast throughout society and sport has been hit hard. The development of players, coaches, and officials has been delayed with the lack of play on the pitch. The ASA has pivoted as it relates to the coaches and officials training to allow for some delivery virtually but the number of individuals receiving training is dramatically decreased.

The hard work done by Matt Thomas, Claire Paterson, and Dave O'Neill showed ingenuity to make these e-learning opportunities come to fruition. These adaptations of moving on line has created a heavier workload on the administration side. John Clubb worked on the coaching circle and had many conversations on the implementation of the upcoming SQS requirements. The ASA staff have began a District needs analysis project so information is acquired on the best method to assist Districts to emerge from the pandemic.

ASA's three pillars remained the same:

Develop
Govern
Grow

With the 2019-2022 Strategic Plan expiring, it is time to reevaluate and create a new Strategic Plan. The Alberta Soccer Association is focused on supporting its Membership and looking forward to focusing on retention and recruitment of players, coaches, officials and volunteers to regain the participation numbers of 2019.

The Governance Review and EDII project pressed forward during these uncertain times. In December of 2021, Members of the ASA BoD, Governance Committee, EDII Committee and Strategic Planning Committee met to review where ASA is today and where the ASA will aspire to be in 2030. These discussions were open and honest and flushed out common themes of where the ASA aspires to be in the future. The group started the work on developing new Vision, Mission and Values that will reflect where we want to be and guide the path in decision making going forward. A workshop at the 2022 AGM will engage the ASA membership in this process.

The Governance Review will coordinate the Governance Committee, EDII Committee and Strategic Planning Committee to assure all work completed is in alignment and complementary to each other. This will be the most efficient way to move the ASA forward past the pandemic and engage the ASA Membership in this process.

The Risk Management Committee is working on a Risk Registry and will communicate this to the Districts so they can create a registry and all documentation can be in alignment. One such risk for the ASA are the threats of legal action. We are now in a time where legal actions are a perceived option when decisions do not go in favor of a Member, or a Member is not happy with the outcome of discipline, or in the event of an injury. These legal actions encompass all areas of risk – legal, financial, reputation, governance, and operations and is damaging to the ASA and Members despite the outcome. Lawsuits result in excess funds being spent, excess staff hours, and an increase in insurance claim history, which ultimately mean an increase of player fees.



Photo credit: Calgary Minor Soccer



Photo credit: Sherwood Park Soccer



Photo credit: Strathmore Soccer



Photo credit: Medicine Hat Soccer



Photo credit: Lethbridge Soccer

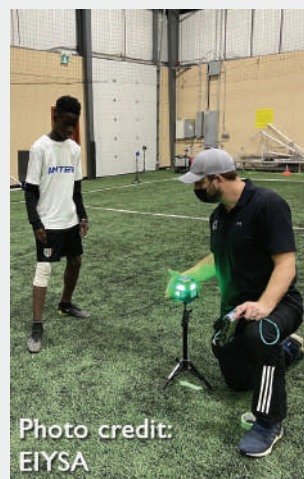


Photo credit: EIYSA



Photo credit: Red Deer City Soccer



Photo credit: St. Albert Soccer



Photo credit: Calgary Minor Soccer



Photo credit: Fort McMurray Soccer

2021 AT-A-GLANCE

The ASA office saw some changes in 2021. A huge thank you goes out to Richard Adams who has supported the new Executive Director as well as the new Competitions Coordinator. Richard truly cares about ASA and is always willing to step up and support the Association.

Sheena Dickson is a great addition to the Competitions Coordinator with her wealth of soccer knowledge. Jeannie Hawksworth departed from the financial role where she took on many additional duties during the transition of Executive Directors. Her support and dedication is greatly appreciated. With her departure, Alberta Soccer welcomed Howard Leong who brings a wealth of financial experience and a great sense of humor to the ASA office. A final new addition to mention is Juan Avendano. Juan is creative and will assist in the communication within the ASA. This increased communication will assist the ASA and its Members with its goals in the upcoming year as well support the rebuilding of Membership.

2021 saw John Clubb depart the ASA. The Association is appreciative of his contributions of the past and wish him the best in his new adventure. Finally, I would like to thank Matt Thomas, Claire Paterson, Dave O'Neill and Carmen Charron, who have adjusted their roles and supported the success of the ASA over this past year. The pandemic has provided many difficulties adjusting to the never-ending protocols and adapting the everyday work which is unprecedented. Their resilience needs to be commended.

I am grateful for my new position with ASA and look forward to working with the ASA BoD, staff, and Membership to bring the Association forward from the struggles of the past couple years and back to where all can enjoy the game on the field.

Lisa Grant

ASA Executive Director

DEMOGRAPHICS

2021 Outdoor Season

District	Players	Coaches
SSDSA		
MHSA	672	0
LDSA	636	66
CMSA	11559	1244
CUSA	3369	92
CWSA	1686	0
CASA	1749	150
BCSA	432	49
FDSA	1691	210
EMSA	6856	1162
EIYSA	1429	303
EDSA	5337	0
SASA	1685	200
TCSA	837	84
NWC		
LLSA	1198	0
NWPS	1154	30
FMSA	416	13
BRSA	201	8
SPDSA	1431	0
ADSA	942	136
RDCSA	1069	111
CLSF	298	27
Total	44,647	3,885

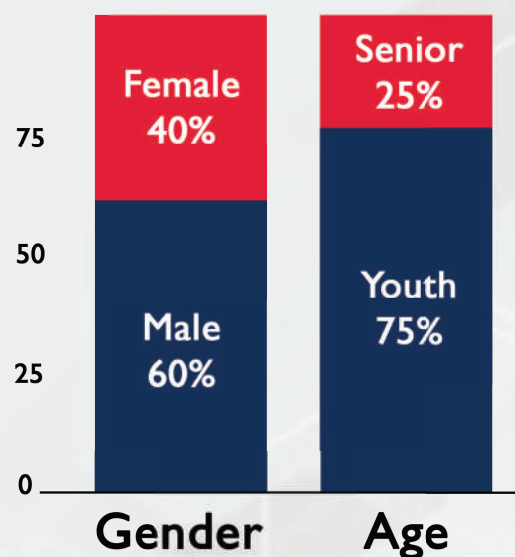
2021 Registered Referees

District	2021
Airdrie	43
Battle River	12
Big Country	22
CMSA	
CUSA	429
CWSA	
Canal Links SF	5
Central Alberta	37
EMSA	
EIYSA	513
EDSA	
Foothills	29
Fort McMurray	4
Lakeland	13
Lethbridge	47
Medicine Hat	12
Northwest Central	28
Northwest Peace	28
Red Deer	36
Sherwood Park	62
St. Albert	26
Sunny South	15
Tri-County	16
Total	1,377

2021 Indoor Season

District	Players	Coaches
SSDSA		
MHSA	442	
LDSA	303	36
CMSA	7297	
CUSA	2185	
CWSA	1358	
CASA	340	
BCSA	83	
FDSA	636	
EMSA	4433	1011
EIYSA	1618	356
EDSA	5951	
SASA	841	126
TCSA	259	122
NWC		
LLSA	199	
NWPS	982	32
FMSA	256	24
BRSA	197	
SPDSA	729	161
ADSA	776	
RDCSA	627	59
CLSF	68	
Total	29,580	1,927

Players and Coaches Statistics Breakdown



REFEREE

2021 Referee Program Review

As we entered a second year of COVID-19 restrictions, more changes were made to the Referee Program educational components. The Entry Level referee course became a fully integrated 'online module, webinar, practical session' model, which allowed the majority of the course to take place even during restricted periods. The only exception to this was that the practical training sessions had to be modified or put on hold when restricted by the government from taking place. There was no training of new Mini referees although previously trained Mini referees were allowed to register in 2021, as they had all reached the age of 14 or older.

In September, a Regional upgrade course was held over 5 online sessions, using our pool of Provincial and National level instructors. 15 Alberta candidates were joined by 2 from Saskatchewan, using course material provided by Canada Soccer.

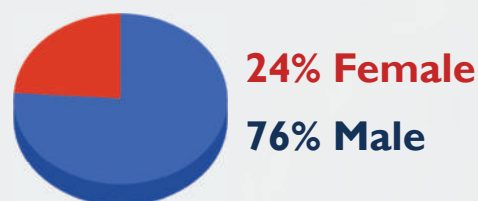
Outdoor soccer in the province did not get up and running until mid-July, when restrictions were finally lifted, and some late refresher courses were held to boost the number of referees available.

In the fall college and university season, a scaled down assessment program was operated to give this year's upgrading referees an opportunity to have their onfield performances evaluated. This resulted in 3 referees being promoted to Provincial class and 2 referees being promoted to Regional class.

1796 total participants
in
92 total courses



By the numbers



Achievements

Congratulations to the following officials on these tremendous accomplishments in 2021.

- Michael Mund, Kurtis Nozack and Sebastian Richters were accepted into the Canada Soccer NextGen program.
- Micheal Barwegen, Dave Gantar and Drew Fischer were re-appointed to the International List of officials.
- Sebastian Richters, Luke Garland, Mazen Hassanin, Mazzen Black and Josh Gall were appointed to the CCAA Men's National Championship.
- Sheena Dickson was appointed to a CONCACAF Futuro Instructor course and was then appointed by Canada Soccer as a Team Instructor for the Female Referee Seminar.
- Harsimrit Lakhyan, Ashton Engler and Megan Opatril were appointed to the CCAA Women's National Championship.

COACH EDUCATION

Program Successes

Canada Soccer Launched the SmarterU learning platform for Grassroots Coach Education (AS, FUN, L2T and S4L courses) shifting from in person to an online “blended” learning model. Online C Licence workshops were offered using Google Classroom and Zoom.

These opportunities aligned with Alberta Soccer’s Strategic Plan by offering easier access to materials, removing barriers to participation, facilitating blended learning curriculums, utilizing new/emerging platforms and improving inter-membership communication.

Key Messages

Female coaches continue to be supported by creating the Alberta Soccer Female Coach Network (ASFCN), for all female coaches who have completed a C or B1 workshop. ASFCN offers monthly virtual sessions for these coaches with scheduled topics, networking and mentorship opportunities.

A blended all Female C Licence workshop will also be offered in 2022 in which theory content will be delivered online and a 1 day on-field

Supported Alberta coaches in getting into various licensing courses Child, Youth, B2 and A License

Financially supported districts with reimbursement of coach education workshops

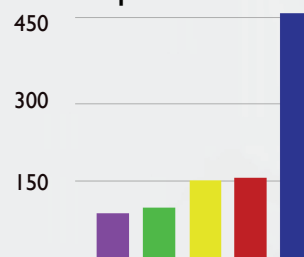
Grassroots Coach Education

A total of **1122 coaches** completed the free online theory portion of the Grassroots coach education workshops by June 1, 2021:



306 Active Start
280 Learn to Train
275 Soccer for Life
261 Fundamentals

A total of **983** Theory portion of workshops completed in Canada Soccer SmarterU platform of October 29, 2021:



454 Coaching Soccer in Canada
153 Active Start
151 Fundamentals
115 Soccer for Life
110 Learn to Train

Advanced Coach Education

- B1 Workshop - 28 (5 female)
- C Workshops (N=3) - 134 (26 female)
- B1 Evaluations (3 intakes) - 37 (6 female)
- C Evaluations (3 intakes) - 121 (26 female)
- Youth Licence: 36
- Child Licence: 11
- B Licence: 9
- A Licence: No graduates across Canada

COMPETITIONS

About Alberta Youth Soccer League

AYSL's vision is to create a competitive development environment venue which provides opportunities for all participants at the highest level of amateur youth soccer in Alberta and Canada.

The Alberta Youth Soccer League (AYSL) is a partnership between Alberta Soccer, four (4) local District Members and seven (7) Canada Soccer National Youth Club License (NYCL) holders that is striving to achieve our vision while supporting the overall vision of Alberta Soccer.

Working together we will provide a periodized schedule across the whole calendar year that will develop players technically, physically, psychologically, and socially. The schedule will be set-up to provide the proper amount of competition, training, and rest with specific focus on maximizing our ability to use indoor and outdoor facilities that create a true soccer environment.

The National Youth Club License

All participating teams in the league are recognized by Canada Soccer as National Youth Club License holders.

This license recognizes the highest achieving organizations from across Canada and rewards them with the Canada Soccer Approved Youth Soccer Club endorsement and associated MLS Home Grown Player benefits.

Organizations achieving this license display characteristics and demonstrate behaviours aligned with the highest expectations of governance, administration, infrastructure, and technical, support their Member Association and Canada Soccer Pathways and participate in the highest level of competition in Canada; the Canada Soccer Player Development Program.

2021 Outdoor Season

After many years of anticipation and a significant delay due to the pandemic the inaugural year of the Alberta Youth Soccer League (AYSL) took place during the summer of 2021.

U15 Boys

Team	W	L	T	GP	PTS
Calgary Foothills 06B	11	3	0	14	33
Calgary SWU 06B	9	2	3	14	30
Calgary Blizzard 06B	8	4	2	14	26
Sherwood Park Phoenix 06B	7	4	3	14	24
Edmonton Scottish 06B	5	8	0	13	15
St. Albert Impact 06B	2	10	1	13	7
Calgary Rangers 06B	1	12	1	14	4

U15 Girls

Team	W	L	T	GP	PTS
Calgary Blizzard 06G	10	0	4	14	34
Calgary SWU 06G	7	3	4	14	25
Edmonton Scottish 06G	7	4	2	13	23
Sherwood Park Phoenix 06G	6	6	2	14	20
St. Albert Impact 06G	6	6	1	13	19
Calgary Foothills 06G	4	7	3	14	15
Calgary Rangers 06G	0	14	0	14	0



Alberta Major Soccer League

Alberta Major Soccer League (AMSL) season was cancelled due to the pandemic conditions.



GRASSROOTS DEVELOPMENT

Alberta Soccer technical team continues to support and serve its member associations and prepare for an exciting and challenging future.

Over the next two years, the Canada Soccer Standards for Quality Soccer will revolutionise how soccer is delivered and make a positive impact on the game in the province, to ensure it remains safe, fun and inclusive for all who pick soccer as their sport of choice.

Standards for Quality Soccer

All member soccer providers will be required to comply with the 37 standards of quality soccer by 1 May 2023. This positive move will be fully supported by the Alberta Soccer Technical team. It will ensure that all players are supported by qualified coaches and supportive organizations. The goal is to nurture an environment where the focus is on providing a fun yet challenging environment for all.

In support of achieving these goals, Alberta Soccer is:

- Providing accessible on-line coach education opportunities within Grassroots Soccer.
 - Initiated a discounted rate for Respect in Sport training.
 - Provided an opportunity for communities to book localised online Making Ethical Decisions programs.
 - Developed working templates for guiding safe practice and inclusion within programming.
- All applicants will receive personal guidance and support to achieve these standards of play that will elevate the game.

4 Current organizations achieved a provisional SQS status



Other Grassroots Soccer initiatives

Coaching Circle

The goal of this program is to establish a province-wide network of coaches, who will be able to connect and share their coaching journeys through regular meetings.

One of the objectives of Coaching Circle is the development of a coaching video library. These are being produced and will be available through Alberta Soccer TV.

Indigenous Soccer

Alberta Soccer technical staff are continuously supporting and promoting indigenous soccer programming. Over the past three years, the technical team have provided leadership and support to hosting the Alberta Indigenous Games in Edmonton. In addition, staff have also played an important role supporting team selection for the North American Indigenous Games, and is actively engaging communities to explore partnership opportunities.

A game for all is the goal for 2022

The goal for this new year is to promote soccer as an accessible and inclusive sport. This was exemplified by the story of Keira, an amputee player with a passion to play. After re-locating to Calgary, she was initially informed that her prosthetic leg was deemed unsafe for competitive soccer. After a review of the decision and compromise to ensure safe play, Keira is now able to take to the field with her friends and enjoy the thrill of the game. Our goal is to keep players playing the game we all love.

PLAYER DEVELOPMENT

Multi-sport games

- The Arctic Winter Games and Alberta games were cancelled and will look to resume in 2023.
- The North American Indigenous Games were postponed to 2022 at minimum.
- The Canada Summer Games will be taking place in Niagara, Ontario August 6th – August 21st, 2022.
- Team Alberta will include a boy's and a girl's team who will be preparing for the games by having a pre competition trip to Vancouver in March 2022, to play games against our partner Vancouver Whitecaps as well as top university teams.
- Team Alberta will also participate in a training camp in August 2022 in Calgary.

Player Transfers

59 Inter-provincial transfers into Alberta

23 Inter-provincial transfers out of Alberta

27 International transfers into Alberta, from 14 different countries

47 International transfers out of Alberta, from 14 different countries

2020-21 Indoor Provincials

Cancelled due to the pandemic

2021 Outdoor Provincials

Cancelled due to the pandemic

2021 BRIGHT SPOTS

Photo credit: Canada Soccer



Last November, a packed Commonwealth Stadium in Edmonton saw Canada Men's National Team beat both Costa Rica and Mexico, taking the Reds to the top of the standings for the 2022 Qatar World Cup Qualifiers.

"I have to give a massive thanks to the city of Edmonton, they've done literally everything to create a fortress here"

- John Herdman -
CANMNT Head Coach



During 2021, four associations received a Quality Soccer Provider Licence. The four organizations were Okotoks United Soccer Club, BTB Soccer Academy, Lethbridge Soccer, and Strathmore Soccer.

After nearly eight years in the making, Alberta Soccer celebrated the inaugural season of the Alberta Youth Soccer League (AYSL). This is a high-performance development competition for clubs who have achieved the highest commendations for programming through Canada Soccer.



Photo credit: Calgary Minor Soccer

Calgary West Soccer Centre opens its doors following a \$2.1M renovation. The facility is now 1 of 3 FIFA Quality PRO certified artificial turf fields in Canada.



2021 AYSL
U15G
Champions -
Calgary Blizzard

2021 AYSL
U15B
Champions -
Calgary Foothills



AWARDS

Each year, Alberta Soccer gives out awards to recognize individuals and groups for their remarkable achievements and their consistent dedication to the development of the sport in our province. The passion and commitment these recipients demonstrate every day motivates and inspires others in their communities and beyond. The recipients of the 2020 Awards were:

Legacy Awards for Long-Term Contributions

President's Award

Jacquie Hertlein

Shield of Merit

Rick Haxby

Golden Whistle

Robert Urquhart

Bert Goldberger Technical Leader

Troye Flannery

Recognition Awards for Recent Contributions

Woman of Distinction

Catherine Ridgeway

Awards of Merit

Don Huber

Kevin Poissant

Ahmad Majed

Physical Literacy Coach of the Year

David McCarthy

Silver Badge

Mazen Hassanin

The Alberta Soccer Membership also recognized the long-term contributions to the Alberta Soccer Association by inducting **Graham Wood** as a Life Member.

LIFE MEMBERS

For their continued and outstanding dedication to soccer in Alberta while on the Alberta Soccer Board, the following individuals have been honoured with a Life Membership:

John Dolan (1960)
J. McKee (1960)
J. King (1960)
Col N. Dingle (1960)
T. Connelly (1960)
O. Tinnel (1960)
C. Small (1960)
Sam Donaghey (1968)
Bill Giffiths (1969)
Martin Collingwood (1969)
Frank Miles (1970)
Jack Butler (1974)
Hugh Baker (1978)
Peter Hancock (1982)
Jack Taylor (1984)
Jim Fleming (1987)
Harry Skidmore (1989)

Bill Gilhespy (1993)
Doug Redding (1994)
Bert Goldberger (1997)
Julie Hein (1998)
Adrian Newman (1999)
Pier Siccardi (2004)
Peter McKenzie (2005)
Sean Kiernan (2009)
Bill Malone (2012)
Gary Sampley (2014)
Mike Traficante (2014)
Brent Thorburn (2015)
Nancy Thorburn (2015)
Derek Douglas (2016)
Joanne Mazurkewich (2016)
Fred Kern (2017)
Graham Wood (2021)



PARTNERSHIPS

Government Partner



Partners



Official Suppliers



Professional Club Partners



COMMUNICATIONS

Twitter | 5,506 Followers | 730,000 Impressions

Instagram | 3,661 Followers

Facebook | 1,082 Followers

Website | 364,977 Unique page views

YouTube | 30,179 views | 198 subscribers

FINANCES

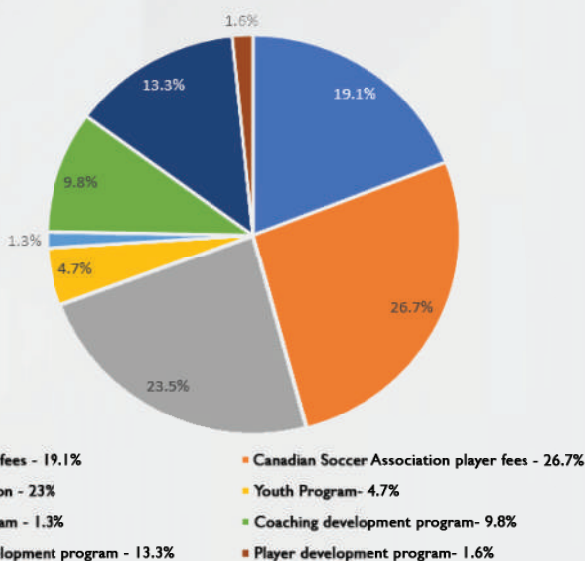
Like many organizations, the COVID-19 pandemic response negatively impacted Alberta Soccer's financial results. As such, a commitment to cost management, efficient operations and cash management have remained top priorities.

2020-21 Audit Findings

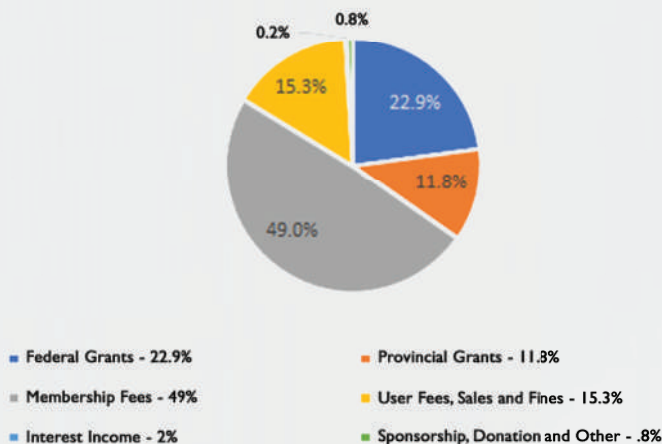
Independent external audit firm Givens LLP reported an unqualified audit opinion on Alberta Soccer's financial statements.

Revenue Summary

Revenue by Program



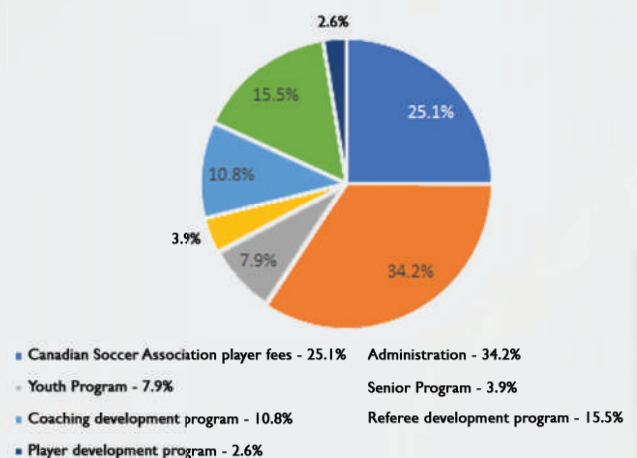
Revenue by Object



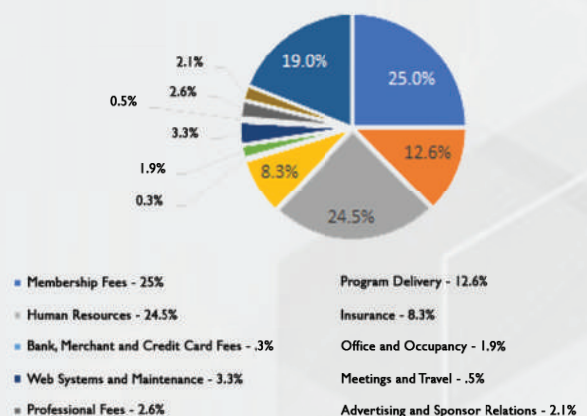
Expense Summary

Government wage and rent subsidies of \$266,503 helped offset those key unavoidable costs.

Expenses by Program



Expenses by Objects



Cash Management

Alberta Soccer's liquidity ratios and financial position remain strong despite the financial difficulties encountered this year. We continue to comply with our internal financial standard requiring \$1,000,000 or 25% of budgeted expenses are maintained as cash reserve, despite drawing down on the cash reserve to support members through the pandemic response.

DIRECTORY

Committees

Governance & By-Laws

Debbie Ballam
Raj Uppal
Brad Odsen
Amanda Wang
Jenn Hogg
Chris Spaidal
Jamie Dorgan
Scott Chen
Maureen Keough
Lisa Grant
Shaun Hammond

Technical

Jacquie Hertlein
Jordan Stewart
Ed Charpentier
Matt Thomas
Claire Paterson
Lisa Grant

Competitions

Karen Wilde
Rob Ziccarelli
Bill Malone
Jim Baker
Mike Oliver
Tej Cheema
Laurie Hartley
Derek Woolridge
Rak Prasad
Jenn Chudyk
Steve Toporowsky
Joan Van Wolde
Sheena Dickson
Danny Bowie
Lisa Grant

Equity, Diversity, Inclusion and Indigeneity

Ilsa Wong
Pearl Doupe
Amanda Wang
Andrea Procter
Rosie Johnson
Carlo Bruneau
Alisa Colmer
Kristafer Locken
Ivan Ferreira
Matt Thomas
Mary Jo Spence
Catherine Ridgeway
Carmen Charron
Lisa Grant

Registration

Mario Charpentier
Mike Thome
Tammy Olson
Shaun Hammond
Adam Berti
Lisa Grant

Nominations to the Board of Directors

Jay Ruptash
Debbie Ballam
Sharon Evens
Carmen Charron
Lisa Grant

Risk Management

Julie Beschell
Lisa Grant
Shaun Hammond

Referee Development

Assessment Program
Laurie Hastings
Owen Procter

Assignment Program

Garth Elgie
Stuart Murray

Instructor and Education Program

Monica Adam
Steve Papp
Richard Sansregret

Recruitment & Retention Program

Laurie Darvill

David O'Neill

Danny Bowie
Lisa Grant

Strategic Planning

Debbie Ballam
Jamie Dorgan
Kennedy Mustepfa
Adam Berti
Lisa Grant
Shaun Hammond

Finance

Julie Beschell
Nabeel Khudabux
Howard Leong
Lisa Grant
Shaun Hammond

DIRECTORY

Board

President

Shaun Hammond

Vice President

Maureen Keough

Director of Finance

Julie Beschell

Directors at Large

Adam Berti

Danny Bowie

Nabeel Khudabux

Rural Directors at Large

David MacEachran

Catherine Ridgeway

Staff

Executive Director

Lisa Grant

Financial Manager

Howard Leong

Referee Development Officer

David O'Neill

Program & Events Coordinator

Carmen Charron

Manager of Coach Education

Matt Thomas

Coach Education Coordinator

Claire Paterson

Competitions Coordinator

Sheena Dickson

Communications Coordinator

Juan Avendano

ALBERTA SOCCER ASSOCIATION
Financial Statements
Year Ended October 31, 2021

ALBERTA SOCCER ASSOCIATION

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Year Ended October 31, 2021

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INDEPENDENT AUDITOR'S REPORT

To the Members of Alberta Soccer Association

Opinion

We have audited the financial statements of Alberta Soccer Association (the Association), which comprise the statement of financial position as at October 31, 2021, and the statements of operations by program, changes in net assets and cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Association as at October 31, 2021, and the results of its operations and cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations (ASNPO).

Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of our report. We are independent of the Association in accordance with ethical requirements that are relevant to our audit of the financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with ASNPO, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Association's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Association or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Association's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

(continues)

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Association's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Association's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Association to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Edmonton, Alberta
December 15, 2021


Givens LLP
Chartered Professional Accountants

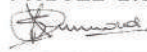
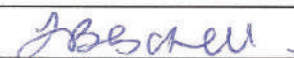
ALBERTA SOCCER ASSOCIATION
Statement of Operations by Program
Year Ended October 31, 2021

	(Unaudited) 2021 Budget	2021 Actual	2020 Actual
REVENUES			
Membership fees	\$ 400,564	\$ 287,183	\$ 455,513
Canadian Soccer Association player fees	412,368	402,759	303,747
Administration	50,035	353,407	74,341
Youth program	30,603	70,347	139,620
Senior program	28,203	19,960	26,554
Coaching development program	53,883	147,968	79,973
Referee development program	73,430	200,136	97,138
Player development program	28,203	24,043	119,436
	1,077,288	1,505,802	1,296,321
EXPENDITURES			
Canadian Soccer Association player fees	412,367	402,759	300,710
Administration	308,528	548,663	297,621
Youth program	134,598	127,087	343,303
Senior program	78,598	62,322	83,533
Coaching development program	213,220	174,117	203,307
Referee development program	185,236	249,296	135,427
Player development program	80,806	41,275	261,755
	1,413,353	1,605,519	1,625,656
PROGRAM REVENUE SURPLUS/ (DEFICIENCY)	(336,065)	(99,716)	(329,334)
Other Expenditures:			
Amortization	(7,436)	(3,487)	(6,321)
Office equipment expense	(650)	(342)	-
Bad debt expense	(600)	-	-
Gain (loss) on disposal of capital assets	-	(4,878)	-
	(8,686)	(8,707)	(6,321)
EXCESS (DEFICIENCY) OF REVENUES OVER EXPENDITURES	\$ (344,751)	\$ (108,423)	\$ (335,655)

ALBERTA SOCCER ASSOCIATION
Statement of Financial Position
October 31, 2021

	2021	2020
ASSETS		
CURRENT		
Cash (Note 2)	\$ 1,833,826	\$ 1,964,773
Accounts receivable (Note 3)	118,113	185,456
Inventory	41,496	70,102
Prepaid expenses	74,835	141,001
	<u>2,068,270</u>	<u>2,361,332</u>
CAPITAL ASSETS (Note 5)	<u>10,746</u>	<u>17,729</u>
	<u>\$ 2,079,016</u>	<u>\$ 2,379,061</u>
LIABILITIES AND NET ASSETS		
CURRENT		
Accounts payable and accrued charges (Note 6)	\$ 445,693	\$ 523,442
Deferred contributions (Note 7)	146,039	281,750
Refundable bonds (Note 8)	28,083	26,245
	<u>619,815</u>	<u>831,437</u>
LONG TERM DEBT (Note 9)	<u>60,000</u>	<u>40,000</u>
	<u>679,815</u>	<u>871,437</u>
CONTINGENT LIABILITY (Note 10)		
NET ASSETS		
Invested in capital assets	10,746	17,729
Unrestricted fund	1,388,455	1,489,895
	<u>1,399,201</u>	<u>1,507,624</u>
	<u>\$ 2,079,016</u>	<u>\$ 2,379,061</u>

APPROVED ON BEHALF OF THE BOARD

 Director
 Director

4 The accompanying notes form an integral part of the financial statements

ALBERTA SOCCER ASSOCIATION
Statement of Changes in Net Assets
Year Ended October 31, 2021

		Invested in capital assets	Unrestricted fund	2021	2020
NET ASSETS - BEGINNING OF YEAR	\$	17,729	\$ 1,489,895	\$ 1,507,624	\$ 1,843,279
DEFICIENCY OF REVENUE OVER EXPENSES		(6,983)	(101,440)	(108,423)	(335,655)
NET ASSETS - END OF YEAR	\$	10,746	\$ 1,388,455	\$ 1,399,201	\$ 1,507,624

ALBERTA SOCCER ASSOCIATION**Statement of Cash Flows****Year Ended October 31, 2021**

	2021	2020
OPERATING ACTIVITIES		
Receipts from members and other programs	\$ 911,770	\$ 1,447,429
Receipt of interest income	3,258	13,572
Net receipt from government grants <i>(Note 4)</i>	522,405	214,972
Receipt from Canadian Soccer Association	-	12,500
Payment of bank fees	(5,605)	(12,040)
Cash paid to suppliers and employees	(1,581,396)	(1,366,485)
Cash flow from (used by) operating activities	(149,568)	309,948
INVESTING ACTIVITY		
Purchase of capital assets	(1,379)	-
FINANCING ACTIVITIES		
Redemption of (investment in) term deposits, net	-	616,698
Proceeds from long term financing	20,000	40,000
Cash flow from financing activities	20,000	656,698
INCREASE (DECREASE) IN CASH FLOW	(130,947)	966,646
Cash - beginning of year	1,964,773	998,127
CASH - END OF YEAR	\$ 1,833,826	\$ 1,964,773

ALBERTA SOCCER ASSOCIATION

Notes to Financial Statements

Year Ended October 31, 2021

PURPOSE OF THE ASSOCIATION

Alberta Soccer Association (the "Association") is a not-for-profit organization incorporated provincially under the *Societies Act* of Alberta. As a not-for-profit organization the Association is exempt from the payment of income tax under Section 149(1) of the *Income Tax Act*.

The Association operates to provide the administrative and technical development framework for all soccer programs in the province of Alberta.

1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

Basis of presentation

The financial statements of the Association have been prepared by management in accordance with Canadian accounting standard for not-for-profit organizations using the deferral method for reporting restricted contributions. Canadian accounting standards for not-for-profit organizations are part of Canadian generally accepted accounting principles. The financial statements have, in management's opinion, been properly prepared within reasonable limits of materiality, and within the framework of the accounting policies summarized below.

Measurement uncertainty

The preparation of financial statements in conformity with Canadian accounting standards for not-for-profit organizations requires management to make estimates and assumptions that affect the reported amount of assets and liabilities, disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the period. Significant estimates include:

- a) Collectability of accounts receivable: The Association is required to estimate amounts that are uncollectable within the accounts receivable balance. Management uses specific identification to determine amounts that are uncollectable.
- b) Useful lives of assets for amortization: The Association is required to estimate the useful life of its capital assets in order to determine the amortization method and rates. Amortization reflects the cost of these assets over their useful life. The useful life of an asset can change from year to year. The Board reviews these policies annually.
- c) Impairment of long-lived assets: The Association reviews the carrying value of each asset annually to determine if there is any indication of impairment using internal sources. If assets' carrying values are less than their cash-generating potential, the asset is reduced to its recoverable amount.

Such estimates are periodically reviewed and any adjustments necessary are reported in earnings in the period in which they become known. Actual results could differ from these estimates.

(continues)

ALBERTA SOCCER ASSOCIATION

Notes to Financial Statements

Year Ended October 31, 2021

1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES *(continued)*

Financial instruments

The Association initially measures its financial assets and liabilities at fair value when acquired or issued, except for certain non-arm's length transactions.

The Association subsequently measures all its financial assets and financial liabilities at amortized cost and are tested for impairment at each reporting date. Investments in equity instruments that are quoted in an active market are measured at fair value. Changes in fair value are recognized in net deficit.

Financial assets measured at amortized cost include cash and accounts receivable.

Financial liabilities measured at amortized cost include accounts payable, accrued charges and long-term debt.

Transaction costs

Transaction costs related to financial instruments that will be subsequently measured at fair value are recognized in the net deficit in the period incurred. Transaction costs related to financial instruments subsequently measured at cost or amortized cost are included in the original cost of the financial asset or liability and recognized in net income over the life of the instrument using the straight-line method.

Impairment

For financial assets measured at cost or amortized cost, the Association determines whether there are indications of possible impairment. When there is an indication of impairment, and the Association determines that a significant adverse change has occurred during the period in the expected timing or amount of future cash flows, a write-down is recognized in the net deficit. If the indicators of impairment have decreased or no longer exist, the previously recognized impairment loss shall be reversed to the extent of the improvement. The carrying amount of the financial may not be greater than the amount that would have been reported at the date of the reversal had the impairment not been recognized previously. The amount of the reversal is recognized in net deficit.

Cash and cash equivalents

The Association's policy is to disclose bank balance under cash and cash equivalents, including bank overdrafts with balances that fluctuate frequently from being positive to overdrawn and term deposits with a maturity of three months or less from the date of acquisition. Term deposits that the Association cannot use for current transactions because they are pledged as security are also excluded from cash and cash equivalents.

Inventory

Inventory held for distribution at no charge or for nominal charge is valued at the lower of cost and net replacement value. The amount of inventories expensed is \$30,986 in the current period (2020 - \$116,842).

(continues)

ALBERTA SOCCER ASSOCIATION

Notes to Financial Statements

Year Ended October 31, 2021

1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (*continued*)

Capital assets

Capital assets are stated at cost or deemed cost less accumulated amortization and are amortized over their estimated useful lives on a declining balance basis at the following rates:

Audio visual equipment	20%
Computer software	30%
Leasehold improvements	term of the lease
Office equipment	20%

The Association regularly reviews its capital assets to eliminate obsolete items. Government grants are treated as a reduction of capital asset cost.

Capital assets acquired during the year but not placed into use are not amortized until they are placed into use.

Contributions for the acquisition of capital assets are recorded as unamortized capital contributions and recognized to net earnings on the same basis as the amortization of the assets for which the contributions were received.

Donated services

The work of the Association is dependant on the voluntary services of many individuals. The Association may receive material for distribution to member organizations. Since these services are not normally purchased by the Association and because of the difficulty of determining their fair value, donated services are not recognized in these financial statements.

Government assistance

Government assistance for COVID-19 pandemic relief has been received in the form of:

a) Canada Emergency Business Account

This is a partially forgiven loan. This loan has been recorded in full as a long-term loan. The forgivable amount will be recognized as revenue when the loan is repaid.

b) Canada Emergency Wage Subsidy

The subsidy has been recorded to offset employee wages and benefits.

c) Canada Emergency Rent Subsidy

The subsidy has been recorded to offset occupancy costs.

Government grants

Government grants are recorded when there is a reasonable assurance that the Association had complied with and will continue to comply with, all the necessary conditions to obtain the grants and when costs eligible under the grant have been incurred.

Allocation of expenditures

Expenditures which benefit more than one program of the Association are allocated among those programs based on time spent by the employees.

(continues)

ALBERTA SOCCER ASSOCIATION

Notes to Financial Statements

Year Ended October 31, 2021

1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES *(continued)*

Net assets

- a) Net assets invested in capital assets represents the Association's net investment in capital assets which is comprised of the unamortized amount of capital assets.
- b) Internally restricted net assets are funds which have been designated for a specific purpose by the organization's Board of Directors. Transfers between unrestricted and internally restricted net assets are approved by the Board.
- c) Unrestricted net assets comprise the excess of revenue over expenses accumulated by the organization each year, not of transfers, and are available for general purposes.

Revenue recognition

The Association follows the deferral method of accounting for contributions. Restricted contributions are recognized as revenue in the year in which the related expenses are incurred. Unrestricted contributions are recognized as revenue when received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured.

a) Program revenues:

Revenues from sports operations during the year are recognized when service is provided and the amounts can be estimated and collection is reasonably assured;

b) Grant revenues:

Unrestricted grants are recognized as revenue when they are received or receivable if the amounts can be estimated and collection is reasonably assured. Externally restricted grants are recorded as deferred contributions and recognized as revenue in the year the related expenses are incurred;

c) Fundraising activities:

Revenues from sale of inventory are recognized when the product is delivered and collection is reasonably assured. Proceeds from gaming projects are included in revenue as expenditures are incurred for the objectives specified by the license; and

d) Interest income:

Interest income is unrestricted and recognized as revenue in the year it is earned.

ALBERTA SOCCER ASSOCIATION**Notes to Financial Statements****Year Ended October 31, 2021**

2. EXTERNALLY RESTRICTED CASH

The Association's cash balances include amounts subject to externally imposed restrictions. Externally restricted cash is maintained in segregated bank accounts as follows:

	<u>2021</u>	<u>2020</u>
Casino account	<u>\$ 644</u>	<u>\$ 644</u>

3. ACCOUNTS RECEIVABLE

	<u>2021</u>	<u>2020</u>
Non-members	<u>\$ 80,848</u>	<u>\$ 59,532</u>
Members	<u>37,265</u>	<u>125,924</u>
	<u>\$ 118,113</u>	<u>\$ 185,456</u>

During the year, the Association recorded bad debts totaling \$NIL (2020 - \$NIL).

ALBERTA SOCCER ASSOCIATION**Notes to Financial Statements****Year Ended October 31, 2021****4. GOVERNMENT ASSISTANCE**

The Association received grants of \$371,497 (2020 - \$496,722) from Alberta Sport Connection and the Government of Canada, recognized as follows:

	2021	2020
Grants Received		
Administration revenues:		
Emergency Support Fund	\$ 448,150	\$ 268,750
Association Development Program	47,196	48,881
Canada-Alberta Job Grant Program	-	446
Servus Credit Union RTP Campaign Sponsorship	10,000	-
Youth program revenue:		
Association Development Program	22,262	29,329
Team Training and Selection - 2023 Arctic Winter Games	14,000	-
Canada Summer Games	13,000	13,000
Team Training and Selection - 2020 Arctic Winter Games	-	7,000
Alberta Winter Games	-	2,000
Senior program revenue:		
Association Development Program	18,700	29,329
Coaching development revenue:		
Association Development Program	39,181	29,329
Provincial Coach Program	-	10,000
Referee development revenue:		
Association Development Program	26,715	29,329
Player development revenue:		
Association Development Program	24,043	29,329
	663,247	496,722
Deferred Receipts		
Emergency Support Fund	(113,842)	(268,750)
Canada Summer Games	(13,000)	(13,000)
Arctic Winter Games	(14,000)	-
	(140,842)	(281,750)
	\$ 522,405	\$ 214,972

Canada Emergency Wage Subsidy

The Association received a wage subsidy from the Government of Canada. This subsidy has recorded as a reduction to human resource costs by the following amount:

2021	\$247,116
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Canada Emergency Rent Subsidy

The Association received a rent subsidy from the Government of Canada. This subsidy has been recorded as a reduction to occupancy costs by the following amount:

2021	\$ 19,387
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ALBERTA SOCCER ASSOCIATION
Notes to Financial Statements
Year Ended October 31, 2021

5. CAPITAL ASSETS

	Cost	Accumulated amortization	2021 Net book value	2020 Net book value
Audio visual equipment	\$ 11,394	\$ 8,848	\$ 2,546	\$ 3,183
Computer equipment	15,756	9,636	6,120	10,579
Leasehold improvements	-	-	-	1,367
Office equipment	60,956	58,876	2,080	2,600
	<u>\$ 88,106</u>	<u>\$ 77,360</u>	<u>\$ 10,746</u>	<u>\$ 17,729</u>

6. ACCOUNTS PAYABLE

	2021	2020
Trades payable and accrued charges	\$ 414,844	\$ 506,843
Government remittances payable	18,565	3,657
Payroll liability	12,284	12,942
	<u>\$ 445,693</u>	<u>\$ 523,442</u>

ALBERTA SOCCER ASSOCIATION**Notes to Financial Statements****Year Ended October 31, 2021****7. DEFERRED CONTRIBUTION**

	2021	2020
<u>Mini Stars Winter Program</u>		
Balance, beginning of year	\$ -	\$ 13,498
Less: Amounts expended	-	(13,498)
Plus: Contributions received prior to program offering	-	-
Balance, end of year	-	-
<u>Alberta Sports Connection Grant - Coach Development</u>		
Balance, beginning of year	-	10,000
Less: Amounts expended	-	(10,000)
Plus: Contributions received and not spent/distributed	-	-
Balance, end of year	-	-
<u>Alberta Sports Connection Grant - Arctic Winter Games</u>		
Balance, beginning of year	-	7,000
Less: Amounts expended	-	(7,000)
Plus: Contributions received and not spent/distributed	14,000	-
Balance, end of year	14,000	-
<u>Alberta Sports Connection Grant - Canada Summer Games</u>		
Balance, beginning of year	13,000	13,000
Less: Amounts expended	-	-
Plus: Contributions received and not spent/distributed	-	-
Balance, end of year	13,000	13,000
<u>Servus Credit Union RTP Campaign Sponsorship</u>		
Balance, beginning of year	-	-
Less: Amounts expended	(10,000)	-
Plus: Contributions received and not spent/distributed	10,000	-
Balance, end of year	-	-
<u>Emergency Support Fund for Sports Organizations Grant</u>		
Balance, beginning of year	268,750	-
Less: Amounts expended	(334,308)	-
Plus: Contributions received and not spent/distributed	179,400	268,750
Balance, end of year	113,842	268,750
<u>Coaching Association of Canada</u>		
Balance, beginning of year	-	-
Less: Amounts expended	-	-
Plus: Contributions received and not spent	5,197	-
	5,197	-
	\$ 146,039	\$ 281,750

8. REFUNDABLE BONDS

	2021	2020
Major league team performance bonds	\$ 18,000	\$ 18,000
Disciplinary bonds	10,083	8,245
	\$ 28,083	\$ 26,245

Major league team performance bonds are repaid when the team's time in the league has ended. Disciplinary bonds are paid by teams or other players for breach of conduct and are usually held until the teams or players have satisfied the terms of their suspension.

ALBERTA SOCCER ASSOCIATION

Notes to Financial Statements

Year Ended October 31, 2021

9. LONG TERM DEBT

	2021	2020
CANADA EMERGENCY BUSINESS ACCOUNT partially forgivable loan is non-interest bearing and has no set repayments. The forgivable portion is equal to \$20,000 if the balance is repaid by December 31, 2022. If the required repayment is not made by the specified date then the balance is converted to a 3-year term loan with fixed interest payments of 5.00 percent per annum.	\$ 60,000	\$ 40,000
Amounts payable within one year	-	-
	<u>\$ 60,000</u>	<u>\$ 40,000</u>
Principal repayment terms are approximately:		
2023	<u>\$ 60,000</u>	

10. CONTINGENT LIABILITY

The Association has been notified that a "Statement of Claim" has been filed by a current soccer player, which names Alberta Soccer Association as one of the defendants in a potential lawsuit. Total damages claimed is \$1,200,000 and the Association believes contingent losses cannot be reasonably estimated and the occurrence of the future event is not determinable.

11. SUBSEQUENT EVENTS

In March 2020, the World Health Organization declared a global pandemic due to the novel coronavirus (COVID-19). The situation is constantly evolving, and the measures put in place are having multiple impacts on local, provincial, national and global economies.

Management is uncertain of the effects of these changes on its financial statements and believes that any disturbance may be temporary; however, there is uncertainty about the length and potential impact of the disturbance.

As a result, we are unable to estimate the potential impact on the Association's operations as at the date of these financial statements.

ALBERTA SOCCER ASSOCIATION

Notes to Financial Statements

Year Ended October 31, 2021

12. FINANCIAL INSTRUMENTS

The Association is exposed to various risks through its financial instruments and has a comprehensive risk management framework to monitor, evaluate and manage these risks. The following analysis provides information about the Association's risk exposure and concentration as of October 31, 2021.

Credit risk

Credit risk arises from the potential that a counter party will fail to perform its obligations. The Association is exposed to credit risk from members. An allowance for doubtful accounts is established based upon factors surrounding the credit risk of specific accounts, historical trends and other information. The Association has a significant number of members which minimizes concentration of credit risk.

As at October 31, 2021, the Association had \$315 (2020 - \$7,688) in trade receivables that were overdue.

Interest rate risk

Interest rate risk is the risk that the value of a financial instrument might be adversely affected by a change in the interest rates. In seeking to minimize the risks from interest rate fluctuations, the Association manages exposure through its normal operating and financing activities. The Association is exposed to interest rate risk primarily through its fluctuations of the interest rates on its high yield savings account.

Liquidity risk

Liquidity risk is the risk that an entity will encounter difficulty in meeting obligations associated with financial liabilities. The Association manages this risk by continually monitoring cash flows and maintaining sufficient reserves to fulfil its obligations.

There are no significant changes in the risk profile of the financial instruments of the Association from that of the prior year.

ALBERTA SOCCER ASSOCIATION
Statement of Operations by Object
Year Ended October 31, 2021

	(Unaudited) 2021 Budget	2021 Actual	2020 Actual
REVENUES			
Federal Grants	\$ -	\$ 344,308	\$ 446
Provincial Grants	133,573	178,097	214,526
Other Grants	-	-	12,500
Membership Fees	852,368	737,851	824,739
User Fees, Sales and Fines	41,072	230,758	227,554
Interest Income	1,275	3,258	13,572
Sponsorship, Donations and Other	-	11,529	2,984
Fundraising	49,000	-	-
	1,077,288	1,505,802	1,296,321
EXPENDITURES			
Membership Fees	412,987	403,759	301,210
Program Delivery	68,211	202,918	399,892
Human Resources	597,655	394,998	543,047
Insurance	134,151	133,594	170,576
Bank, Merchant and Credit Card Fees	8,206	5,605	12,040
Office and Occupancy	52,226	30,959	66,223
Web Systems and Maintenance	57,416	52,987	53,918
Meetings and Travel	24,400	7,626	52,909
Professional Fees	20,600	41,210	22,635
Advertising and Sponsor Relations	-	33,410	2,792
Other	46,186	307,159	6,734
	1,422,038	1,614,225	1,631,976
EXCESS (DEFICIENCY) OF REVENUES OVER EXPENDITURES	\$ (344,751)	\$ (108,423)	\$ (335,655)



Photo credit: Camila Slusarczyk

